

# Modern Slavery Statement

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11<sup>th</sup> June 2026

## C.H. Robinson Worldwide (Australia) Pty Limited FY2025

This statement covers the activities of C.H. Robinson Worldwide (Australia) Pty Limited (ACN 135 205 551) (**C.H. Robinson**) and its owned and controlled entities during the year ended 31 December 2025

This modern slavery statement is made under the *Modern Slavery Act 2018* (Cth) and sets out the actions we have taken to assess and address modern slavery risks in our operations and supply chains.

We have continued to implement improved initiatives and strategies with a focus on developing a deeper understanding and awareness of modern slavery risks across the C.H. Robinson network of offices in Oceania. We have embedded our actions, policies, and procedures within our region as we now start to integrate and influence our global network and related entities.

### About us

At C.H. Robinson, we recognise that respecting the human rights of those affected by our business activities is important. We have a long-standing history of recognising these rights by instilling high standards of ethics, respect, and integrity at all levels of the organisation.

By leveraging our scope, size, and scale, we work to ensure that every element of our business and our contractors' supply chains is scrutinised. We aim to exhibit ethics and integrity in all we do and hold each other accountable to the highest ethical standards.

We integrate social and environmental responsibilities into our business through The Robinson Way which consists of five key behaviours: Authentic, Persistent, Accountable, Curious and United. C.H. Robinson upholds these values in all that we do, as they are critical to building trust and respect with our employees, customers, carriers, vendors, and shareholders.

### Our structure

C.H. Robinson is a company incorporated in Australia and our registered office is located at Level 6, 379 Kent Street, Sydney, NSW, 2000.

C.H. Robinson is a subsidiary of C.H. Robinson Worldwide, Inc, headquartered in Eden Prairie, Minnesota, United States of America. C.H. Robinson Worldwide, Inc and its subsidiaries conduct a diversified range of business activities across freight transportation services and logistics solutions to companies of all sizes in a wide variety of industries.

C.H. Robinson itself has several owned and controlled entities, including C.H. Robinson Worldwide (AU) Pty Ltd and C.H. Robinson Trade Management Pty Ltd.

### ***Our operations***

C.H. Robinson Worldwide, Inc, is one of the largest third-party logistics companies in the world. The business was founded in 1905 and has grown to offer freight transportation services and logistics solutions to over 105,000 customers in North America, Europe, Asia, Oceania, and South America.

As a global logistics platform, we arrange the transport of our customers' freight and support supply chain optimization through data services. Industry classifications often label us as a transportation company; however, we are unique from many transportation companies, in that we are an asset-lite business and leverage a global network of logistics solutions via the management of a robust sub-contractor management plan.

C.H. Robinson is one of the world's largest logistics platforms, with \$23 billion in freight under management and facilitating 37 million shipments annually. The Oceania Region (Australia and New Zealand) provides freight forwarding and logistics solutions for a range of critical sectors. We employ around 314 people across the region and operate in 5 Offices (2 x Melbourne; Sydney, Perth, and Auckland). Our Oceania Regional Head Office is in Melbourne.

### ***Our supply chain***

Globally, we enter contractual relationships with a wide variety of transportation companies and utilize those relationships to arrange the transportation of our customers' freight efficiently and cost-effectively. We work with over 73,000 of these contracted transportation companies, including contracted motor carriers, railroads (primarily intermodal service providers), and air and ocean carriers in several regions including in North America, Europe, Asia, Oceania, and South America.

On a regional front, our suppliers in Oceania are primarily located in Australia and New Zealand. Most of our supplier contracts are negotiated locally, however, some preferred carrier suppliers are coordinated globally.

The main types of goods and services that we procure are shipping line carrier contracts; airline carrier contracts; and domestic transport including wharf cartage transport and warehousing contracts. We do not own or operate the assets that transport our customers' goods but operate as a third-party supply chain agent.

We engage our suppliers with a view to creating long-standing supplier arrangements and manage these relationships via service contracts which outline the expectations on all stakeholders. Performance management meetings are conducted on a quarterly basis to ensure both parties are focussed on continuous improvement and working towards meeting the objectives and targets outlined in the service contract.

We have labour hire arrangements to provide warehouse labour at our Melbourne Airport and Sydney warehouse facilities, where the engaged staff are expected to meet our direct employee standards for compliance and Code of Ethics (as described elsewhere).

We also have several indirect suppliers, including IT equipment, office supplies, cleaning services, gardeners, travel & entertainment services. Where possible, we have engaged services of Indigenous suppliers, in accordance with our commitment to our Reconciliation Action Plan.



## Modern slavery risks

### ***Risk assessment methodology.***

As part of our engagement on modern slavery, we have focused our actions to consider our unique business model. In doing so, we use a risk assessment methodology which considers several indicators of modern slavery risks including sector and industry, the type of products and services, geographical location, and specific entity risk.

Using this methodology, we undertook risk assessments of modern slavery risks in our operations and supply chains over the reporting period to consider the extent to which we cause, contribute to, or are linked to modern slavery practices. These risk assessments have confirmed that our operations and supply chains continue to have a medium potential for modern slavery risks.

Our key area of vulnerability remains our exposure to the shipping line carrier industry which we acknowledge has a heightened risk of modern slavery due to its sourcing of labour from geographies with different risk profiles to Australia.

Our broader risk profile is summarised in the table that follows:

## Risk profile

Risk	Description of risk
Sector /Industry	<p>The freight forwarding industry is LOW risk. Workers are primarily office-based, white collar workers with high school or university qualifications.</p> <p>All C.H. Robinson staff employed in Australia are above 18 years of age; must provide documentation of their valid work rights for Australia; and are paid (at a minimum) in accordance with all legal minimum terms and conditions of employment.</p>
Product / Service	<p>C.H. Robinson procures carrier services (shipping lines, airlines) that service our customers internationally as well as domestic transport and warehousing services.</p> <p>The shipping line (maritime) industry is considered a High-risk industry given the source of labour can often be from geographies with different risk profiles to Australia<sup>1</sup>.</p> <p>As noted above, we also have labour hire arrangements to provide warehouse labour at our Melbourne Airport and Sydney Warehouse facilities where the engaged staff are expected to meet our direct employee standards for compliance and Code of Ethics. We acknowledge that the use of such labour hire arrangements has a higher risk of exposure to modern slavery.</p>
Geographic	<p>With a high proportion of our suppliers being sourced from within Australia, this represents a LOW risk of modern slavery<sup>2</sup>. However, it is noted that shipping line and airline carriers may source labour from other geographies.</p>
Specific Entity	<p>We are not aware of any specific entities within our supply chain that have been subject to legal filings or publicity surrounding poor employment practices or poor human rights. LOW risk is attributed.</p>

### Actions to assess and address risk.

For us, compliance is more than just checking a box; it is crucial that our customers, contract carriers, vendors, and shareholders feel comfortable and confident doing business with us.

Vendors and shareholders feel confident doing business with us. During this reporting period we have made noteworthy progress in addressing modern slavery in our operations and supply chains. Key steps include:

- Contracts now specifically reference requirements to mitigate modern slavery risks.

<sup>1</sup> <https://www.nortonrosefulbright.com/en/knowledge/publications/b87356e9/modern-slavery-and-human-trafficking-reporting-the-risks-of-modern-slavery-in-maritime-supply-chains>

<sup>1</sup> Australian Red Cross, "Addressing Modern Slavery: A Guide for Australian Businesses", <https://www.redcross.org.au/getmedia/49f34bf5-d438-4aa4-bd9e-d2412ff8b08a/Addressing-Modern-Slavery-Report-Final.pdf.aspx#:~:text=Modern%20slavery%20also%20occurs%20within,higher%20risk%20of%20forced%20labour.&text=The%20construction%20industry%20accounts%20for%2018%20per%20cent%20of%20labour%20exploitation%20cases.>

- Contractors undergo quarterly business reviews to ensure compliance with all contract requirements.

### ***Governance and accountability framework***

C.H. Robinson in Australia takes a cross-functional approach to regulatory compliance. In matters involving employment-related regulation, our Regional Manager Human Resources, partners with our Regional Customs & Compliance Manager to assess our response and develop our accountability frameworks. These key resources have kept the regional Senior Leadership Team abreast of regulatory developments, any identified risks, and action plans to ensure C.H. Robinson's compliance. This team is also accountable for consulting across relevant internal stakeholders.

### ***Policies and procedures***

Our policies and procedures help ensure we have strong frameworks to enable us to assess and address modern slavery risks. These policies and procedures include:

- **Modern Slavery Policy and e-learning training** for our business that establishes our commitment to addressing modern slavery risks in our business and driving an accountability for ethical business practices across our organisation. All employees adhere to our Code of Ethics and People Leaders undertake annual training to ensure awareness and compliance with modern slavery laws.
- Our policies exhibit our commitment to respecting human rights and employment practices, such as our Global Data Privacy Policy, Anti-Bribery and Anti-Corruption Policy, Anti-Money Laundering Policy and our Non-Discrimination and Anti-Harassment Policy

- **Supplier Code of Conduct.**

C.H. Robinson (CHR) expects that third party suppliers share our commitment to ethical and responsible business. As a condition of doing business with CHR, it is required that third party suppliers comply with all laws applicable to the country of operation. Such laws include but are not limited to law related to labour practices, health and safety, environmental responsibility, anti-corruption and anti-bribery and laws that protect workers and their salaries, both in the Australia and abroad. To further the objective of ensuring compliance with laws, including the protection of workers, CHR has adopted and issues to suppliers, our [Supplier Code of Conduct](#) to provide a clear statement of our standards

- **Human Rights of Workers**

Third Party Suppliers of CHR are expected to uphold the human rights of workers and to treat them with dignity and respect. Compliance with fair labour and antislavery practices that allow for freely chosen employment is required, which includes the prohibition of child labour, human trafficking, and slavery and allows freedom of association, collective bargaining, and provides safe and healthy working conditions. Additionally, the adherence to applicable wage, benefit, and labour laws and standards is required. Physical abuse, sexual or other harassment, and discrimination based on race, religious creed, caste, national origin/ancestry, genetic information, military and protected veteran status, religion, age, disability, gender, gender identity or expression, pregnancy, marital status, sexual orientation, union membership, political affiliation, or any other characteristic protected under applicable law or local ordinance is strictly prohibited.

- **Global Code of Ethics**

All employees of C.H. Robinson are required to behave ethically and adhere to the laws and rules governing our business. The C.H. Robinson Code of Ethics is designed to help employees

understand what is expected of them, who to talk to if they have questions about the right course of action, and how to work through situations where the appropriate steps may not always be clear. (Reviewed and acknowledged by all staff annually)

- **Foreign Corrupt Practices Act (FCPA) eLearning module** (undertaken annually); and
- **Grievance Procedures** with a dedicated external and confidential process managed by our Global Employee Relations and Legal team to support Code of Ethics incidents to be investigated.

### ***Review of our standard sub-contractor agreements***

Our standard subcontractor agreements are regularly reviewed and include several safeguards for modern slavery risks as described above. These terms allow us to collaborate with our sub-contractors to address modern slavery risks and proactively manage any incidents that may occur.

### ***Training***

We continue to provide targeted training briefings to the regional Senior Leadership Team on the principles of modern slavery. In this reporting period we also introduced information sessions across our product (procurement) teams and operations branch leadership teams on the key principles of our modern slavery risk assessment and policy. We also have an e-learning module that employees undertake training on to further improve employee understanding and to mitigate risks for our business.

### **Assessing our effectiveness**

We are committed to reviewing the effectiveness of our actions by regularly reviewing our modern slavery processes with senior management to ensure we are appropriately identifying and evaluating our modern slavery risks. Further, we will continue to ensure the appropriate contracting and risk assessment is completed when engaging new suppliers.

We will continue to measure our performance by monitoring the number of our suppliers who have committed to our Supplier Code of Conduct (100% is our Target) and will monitor the number of suspected or identified modern slavery incidents (0% in FY25).

C.H. Robinson contributes to broader industry efforts that support respect for human rights across supply chains. Our contributions focus on transparency, collaboration, and alignment with widely recognized standards. Accordingly our actions include

- expanded social and responsible-sourcing audits, across preferred suppliers, focusing on worker welfare, social conditions, and environmental practices.
- Fair Trade and related certifications. Our Fair-Trade program continued to expand in volume, commodities, and countries of origin, complemented by customer-specific standards and additional social certifications.

### **Consultation**

As a subsidiary of C.H. Robinson Worldwide, Inc, C.H. Robinson's approach to modern slavery is comprised of overarching policies, systems and processes that are designed to be consistently applied across the group.

During FY2025, there was consistent consultation and collaboration between our Oceania Senior Leadership, Customs & Compliance leadership and our Human Resources & Global ESG leaders. This process of consultation also included reviewing Modern Slavery Statements internationally along with identifying and learning from what our global business, customers and competitors were doing in this key area.

Prior to being put to the Board of C.H. Robinson for review and approval, this statement was reviewed by each entity that is owned and controlled by C.H. Robinson.

**Related activities**

As an entity within a global business, across our network, C.H. Robinson meets reporting requirements in other global locations, including the U.K. of the Modern Slavery Act, which is available as follows <https://www.chrobinson.com/en-us/-/media/chrglobal/lp/hr/modern-slavery-act-statement-uk.pdf>.

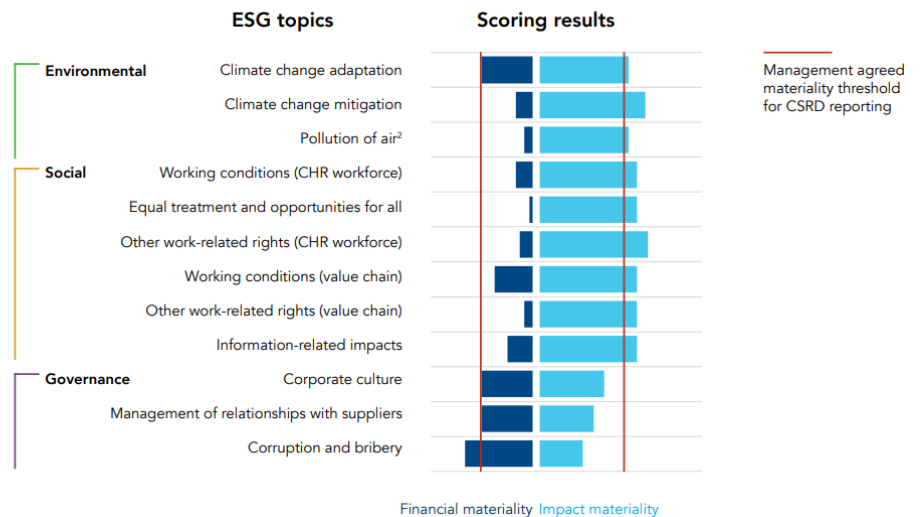
We continue to support Modern Slavery initiatives through strategic grants to organisations such as Truckers Against Trafficking and Expanded social and responsible -sourcing audits, focusing on worker welfare, social conditions, and environmental practices in our Robinson Fresh business.

In 2024, C.H. Robinson engaged an independent third party to conduct a double materiality assessment, aligned with the emerging guidelines from the European Union regulation Corporate Sustainability Reporting Directive (CSRD).

In 2025, C.H. Robinson engaged with internal subject matter experts to review the material topics identified in the prior assessment and gather input on any potential changes. This input confirmed the existing material topics continue to reflect the most significant sustainability impacts, risks, and opportunities for the company at this time.

**Our material topics**

Our double materiality assessment identified 12 priority topics in 2024 and reaffirmed those topics in 2025. A topic was considered material when it meets CSRD criteria for impact (on people or the environment), financial (risks or opportunities), or both.<sup>1</sup> Thresholds for these criteria were aligned with the company's enterprise risk management manual guidance. Both positive and negative impacts were considered in the assessment.



**FY2026 focus.**

In FY26 we will concentrate on continuous improvement of educating employees on Modern Slavery

and the impacts it can have to our business. This includes expanding audit coverage and visibility across social, environmental, labor, and responsible-sourcing standards, with aligned reporting through tools like Ethical Charter Implementation Program (ECIP).

Modern Slavery training complements existing training on Privacy, Data Security, Foreign Compliance, Ethics and maintaining The Robinson Way values.

This statement was approved by the Board of C.H. Robinson Worldwide (Australia) Pty Ltd in its capacity as the principal governing body of C.H. Robinson Worldwide (Australia) Pty Ltd 15<sup>th</sup> day of June 2026

This statement was signed by Andrew Mark Coldrey in his capacity as a member of the Board of C.H. Robinson Worldwide (Australia) Pty Ltd on 15<sup>th</sup> June 2026

Andrew Mark Coldrey  
Vice President APAC & Director  
C.H. Robinson Worldwide (Australia) Pty Ltd